High Performance Development Model (HPDM)
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Alvarez K, Salas E, Garofano CM. An Integrated Model of Training Evaluation and Effectiveness. Human Resource Development Review Dec 2004; 3 (4):385.
A decade of training evaluation and training effectiveness research was reviewed to construct an integrated model of training evaluation and effectiveness. This model integrates four prior evaluation models and results of 10 years of training effectiveness research. It is the first to be constructed using a set of strict criteria and to investigate the evaluation and effectiveness relationships with an evaluation measure proposed several years ago, post training attitudes. Evaluation measures found to be related to posttraining attitudes were cognitive learning, training performance, and transfer performance. Training effectiveness variables found to be related to posttraining attitudes were pretraining self-efficacy, experience, posttraining mastery orientation, learning principles, and post-training interventions. Overall, 10 training effectiveness variables were found to consistently influence training outcomes. Results also reveal that reaction measures and training motivation are two areas needing further development and research. These findings as well as other areas requiring research attention are discussed. [PUBLICATION ABSTRACT]

Anonymous. A Simpler Way to Determine the ROI of Talent Management. HR Focus Dec 2004; 81 (12):3.
It's hard for HR professionals to compute a precise ROI (return on investment) of a company's talent management initiatives, but specific benchmarking activities can provide the information necessary to make decisions. In fact, exact ROI calculations are not a major concern, according to a new report from the Human Capital Institute, a not-for-profit think tank. It's actually more efficient to determine which investments in talent will have the greatest impact on executing the organization's strategy. The report asserts that two separate considerations related to valuing talent management. One involves the CEO's and board of directors' view of the organization's value. This first measure is also of interest to the company's shareholders. The second consideration-and the one that HR focus finds to be of particular interest for HR professionals-involves the managerial concerns about the expenditures on recruiting, training, succession planning, and other talent management initiatives and the value of those initiatives.

Bondarouk T, Sikkel K. Explaining IT Implementation Through Group Learning. Information Resources Management Journal Jan-Mar 2005; 18 (1):42.
Implementation of an information technology (IT) system in an organization takes a certain amount of time. System usage becomes stable when users have appropriated the system and new work practices have been established. We propose a concept of

group learning as a framework to highlight relevant aspects of such a process. A longitudinal case study with two opposite research results has provided a preliminary validation of the proposed model. A human resource information system (HRIS) was introduced in a hospital in two different settings. With one user group it was successfully implemented, and it failed in the other group. Analysis of the qualitative data shows a marked difference in the group learning processes between the two groups, which significantly contribute to the differences in success. These results confirm our assumption about the importance of learning processes in groupware implementation. [PUBLICATION ABSTRACT]

Breen B. The 6 Myths of Creativity. Fast Company Dec 2004; (89):75.
Six cherished myths about creativity are debunked, including: 1. Creativity comes from creative types. 2. Money is a creativity motivator. 3. Tie pressure fuels creativity. 4. Fear forces breakthroughs. 5. Competition beats collaboration. 6. A streamlined Organization is a creative organization.

Brewer PC, Davis S, Albright T. BUILDING A SUCCESSFUL BALANCED SCORECARD PROGRAM. Cost Management Jan/Feb 2005; 19 (1):28.

Buhler PM. managing in the new millennium. SuperVision Jan 2005; 66 (1):20.
Successful execution is essential for business success. If the best strategy is formulated, but the execution is flawed, success will certainly be elusive. Planning the implementation of the strategy should be given as much attention as the planning of the actual formulation. One of these critical functional strategies is the human resource strategy. This includes the recruitment, selection, compensation, training, development, and appraisal of the human resources. Without the proper strategic human resource planning, execution is dubious at best. The HR planning ensures that the organization has the right people in the right place at the right time. All the other human resource strategies can ensure further that these human resources (correctly placed) than contribute effectively to the organization's objectives.

Carmeli A, Tishler A. The relationships between intangible organizational elements and organizational performance. Strategic Management Journal Dec 2004; 25 (13):1257.
Despite the growing awareness of the importance of researching core strategic resources and activities, the work that has been done to date has largely taken the form of anecdotal reports and case study analysis. We have yet to see large-sample studies demonstrating how organizational elements, independently, complementarily and interactively, may or may not enhance the organization's performance. Moreover, little attention has been given to researching this topic in public sector organizations. The present study aims to bridge this gap by examining the impact of a set of independent intangible organizational elements and the interactions among them on a set of objective organizational performance measures in a sample of local government authorities in Israel. The results of a multivariate analysis indicate that organizational performance (measured by self-income ratio, collecting efficiency ratio, employment rate, and municipal development) can be well explained by six intangible organizational elements (managerial capabilities, human capital, internal auditing, labor relations, organizational culture, and perceived organizational reputation) and the interactions among them, which need to be taken into account in any cost effective development. [PUBLICATION ABSTRACT]

Cecez-Kecmanovic D. A sensemaking model of knowledge in organisations: a way of understanding knowledge management and the role of information

technologies[dagger]. Knowledge Management Research & Practice Dec 2004; 2 (3):155.
The objective of the paper is to demonstrate how a

Ellis K. INDIVIDUAL DEVELOPMENT PLANS: the building blocks of development. Training Dec 2004; 41 (12):20.
When John Starkey sits down with his senior marketing managers to talk about their individual development plans (IDPs), it's easy for him to relate to their aspirations. It's just a little over a year since he was in that position himself. Now, as director of bakeries and food services for food manufacturer General Mills, Starkey helps those who report to him map out their IDPs to achieve their own next level of advancement. That feedback won't take place in just one or 2 conversations during the year. General Mills has created a highly visible IDP process that is actively endorsed by top executives and aggressively promoted throughout the corporation. Embedding the right framework for employee development in the company's DNA helps align individuals' career aspirations with the organization's performance management goals. The same top-down leadership of the IDP process is evident at Sprint, and DPR Construction's IDP tool takes the shape of a wagon wheel.

Garavan TN, McGuire D, O'Donnell D. Exploring Human Resource Development: A Levels of Analysis Approach. Human Resource Development Review Dec 2004; 3 (4):417.
Levels of analysis perform an important function in framing research and practice in human resource development (HRD). The purpose of this article is to examine the concept of HRD from the individual, organizational, and community-societal levels of analysis. The article highlights both the distinctiveness and usefulness of each level of analysis, identifies tensions within and between them, and outlines differences in underpinning assumptions, characteristics of HRD provision, and delivery of HRD interventions. By adopting this approach, the article draws attention to variations in meaning, intent, content, and practice with implications for developing both the theory and practice of HRD. [PUBLICATION ABSTRACT]

Garavelli C, Gorgoglione M, Scozzi B. Knowledge management strategy and organization: a perspective of analysis. Knowledge and Process Management Oct-Dec 2004; 11 (4):273.
Several approaches, processes and organizational forms to develop and properly manage knowledge in a company have been proposed in the literature. However, there is a lack of methodologies aimed at supporting the analysis and implementation of a knowledge management (KM) strategy, the organizational approach to manage and leverage the company's knowledge. In this paper, two main and opposite KM strategies are pointed out: the knowledge market and the knowledge community . A model is then proposed to assess the current KM strategy adopted by a company and its distance from the two extreme KM strategies. The model can support companies in the identification of suitable actions to better implement their KM strategy and to foster KM practices in the organization. The effectiveness of the model is also tested on a real case of application. [PUBLICATION ABSTRACT]

Holliday K. Helping Them Shine. Community Banker Jan 2005; 14 (1):20.

Ibarra P. SUCCESSION PLANNING: An Idea Whose Time Has Come. PM. Public Management Jan/Feb 2005; 87 (1):18.
By the year 2010, the US will have 10 million more jobs than skilled workers to fill them. Along with the upcoming "brain drain" of a large number of retiring employees in upper and middle managers in the federal government, this projection

demonstrates the urgency with which local governments must begin to systematically replace talent, as a way of sustaining the performance of their organization. The most popular and effective approach is succession planning, which contributes to an organization's continued survival and success by ensuring that replacements have been prepared to fill key vacancies on short notice, that individuals have been groomed to assume greater responsibility, and that they have been prepared to increase their proficiency in their work. Here, Ibarra discusses how to implement succession planning in local government units.

III EFH, Naquin SS. New Metrics for Employee Development. Performance Improvement Quarterly 2004 17 (1):56.

Kane TD. The Center for Creative Leadership Handbook of Leadership Development. Personnel Psychology Autumn 2004; 57 (3):798.
The Center for Creative Leadership Handbook of Leadership Development, edited by Cynthia D McCauley and Ellen Van Velsor, is reviewed.

Kessler R. Collaborate with employees to make your competency-based systems stronger. Employment Relations Today Fall 2004; 31 (3):27.
With a significant increase in the use of competencies to help organizations manage their human resources, it is important to ask the questions: Are competency-based systems working as well as they could? What could organizations do differently with these systems to help reach the goal of improving competency levels faster and more efficiently? The use of competencies to help manage human resources is increasing dramatically. Typically, consultants identify competencies by studying highly successful performers, and looking for the underlying characteristics, knowledge, skills, and abilities required to differentiate them as "superior." Some of the most widely used competencies are impact and influence, achievement/results orientation, initiative, customer-service orientation, interpersonal understanding, and organizational awareness. Competencies may be significantly different from organization to organization based on the organization's culture of a division's or facility's mission. Collaborating with employees to make competency-based systems stronger and more effective simply makes sense.

Laszlo G. CHANGE MANAGEMENT. Quality Congress. ASQ's ... Annual Quality Congress Proceedings 2004 58:55.
Most organizations and their managers recognize the need to adapt in order to succeed in today's ever-changing context. However, this recognition does not translate into action by virtue of its necessity. In order to ensure that changes will occur, the basic awareness first needs to be converted into motivation through reasoning, and then into action through planning. Leadership for change is often attributed to so-called "Change Agents " who exhibit a propensity to make changes happen. This article highlights how they use Change Management techniques to enhance personal and organizational success.

Lavigna RJ, Hays SW. Recruitment and Selection of Public Workers: An International Compendium of Modern Trends and Practices. Public Personnel Management Fall 2004; 33 (3):237.
Governments around the globe are facing unprecedented staffing challenges. At the time when governments need to be most adept at luring talent to public service, their ability to do so has rarely been so constrained and complicated by economic, social and organizational pressures. This article provides an overview of the types of recruitment and selection initiatives already in place in many nations that can help the world's governments attract and retain talent. Relying heavily upon examples from the United States and Western Europe, but also integrating experiences from a

variety of both developed and less developed countries (LDCs), we describe a series of recruitment and selection "best practices." [PUBLICATION ABSTRACT]

Lockwood NR. Corporate Social Responsibility: HR's Leadership Role. HRMagazine Dec 2004; 49 (12):C1.

McCormick K. Whatever Happened to 'the Japanese Model'? Asian Business & Management Dec 2004; 3 (4):371.
Japanese institutions no longer enjoy their awesome reputation of the 1980s and the heyday of 'learning from Japan'. Japan's relatively poor economic performance through the 1990s has brought criticism and calls for reform. Does this mean the end of 'the Japanese model' of business and management? This paper will argue: (1) that there was not one but several models of Japanese business and management; (2) that this variety reflected the variety of purposes and interests of the creators of the models; (3) that accounts of the Japanese model are being revised in the light of current reform attempts; (4) that dismissal of Japanese business and management is premature, that current reforms are unlikely to lead to a simple adoption of the 'Anglo-Saxon model' in Japan, and that the variety of Japanese business and management practices are more likely to be seen in terms of a variety of Japanese models rather than a singular model of Japanese organization. [PUBLICATION ABSTRACT]

Mitchell K. Managing the Corporate Work-Health Culture. Compensation and Benefits Review Nov/Dec 2004; 36 (6):33.
Among the most common laments employers express today is a growing lack of control over health care costs, lost time and related employee productivity. In a recent Life Insurance Marketing and Research Association (LIMRA) International survey of more than 1,000 employers, controlling health insurance costs was listed as the number one challenge, followed closely by increasing productivity. There are varying reasons for unscheduled employee absences. CCH Inc., an employment law and human resource information provider, reported in its 2003 Unscheduled Absence Survey2 that personal illness is still the single most common reason for last-minute absences at 36%. The CCH survey also found that nearly a combined two thirds of unscheduled absences are due to family issues (22%), personal needs (18%), entitlement mentality (13%) and stress (11%).

Montero P. Two Perspectives on How to Work From Anywhere. The Journal for Quality and Participation Fall 2004; 27 (3):25.
Tips for finding balance while working at home include: 1. Treat your study like a real office. 2. Try to get involved with nonwork-related groups, organizations, or volunteer opportunities. 3. Take short breaks. Schedule time for personal things. 4. Make time to play. There are 4 main keys to managing remote employees: 1. Manage by results, not activity. 2. Wnsure proper communication with teleworkers by having defined working hours. 3. Use creative time management and the available technology and tools to keep track of everyone's schedules and include remote workers in meetings.

Oetinger Bv. Break your own rules. The Journal of Business Strategy 2004 25 (6):13.
A leading German machine tool company, Trumpf, claims that two-thirds of the 30% cost differential between Germany and the world market is homemade, caused by the companies themselves. The little ropes that hold back innovation the most are self-inflicted. The solution requires a careful infusion of creativity and freedom in organizations. SAP has no history to live up to, no straitjacket preventing innovation and change. It has an organization and an incentive system that honors the work and not a fixed schedule for accomplishing it. The following suggestions are

encouraged to improve innovation: 1. Have targets, but don't tie them down. 2. Value the individual, but encourage teamwork. 3. Encourage wastefulness in a system that worships efficiency. 4. Work analytically, but not too much. 5. Be exceptionally attentive, but seek interruptions. 6. Listen to customers, but don't do everything they say. Innovation needs judgment. Judgment requires leadership.

Pelz-Sharpe A, Harris-Jones C. Knowledge management-Past and future. KM World Jan 2005; 14 (1):8.
My colleague Eric Woods wrote in KMWorld a year ago that "many writers would like to see next-generation KM move away from technology issues," and that remains true today. However, Eric rightly stated that it is a naive stance to take. With all the changes underway in the workplace and the market, KM cannot affordoutside of some academic activity-to assume that attitude, because it is not the force behind its own existence.

Reilly ET. Learning from The Apprentice: Opportunities for performance improvement. Employment Relations Today Winter 2005; 31 (4):15.

Schmidtlein FA. Assumptions Commonly Underlying Government Quality Assessment Practices. Tertiary Education and Management Dec 2004; 10 (4):263.
The current interest in governmental assessment and accountability practices appears to result from:(1) an emerging view of higher education as an "industry"; (2) concerns about efficient resource allocation; (3) a lack of trust ade between governmend institutional officials; (4) a desire to reduce uncertainty in government/higher education relationships; (5) lack of confidence in institutional governance. Based on these concerns, governments increasingly are engaging in data-based quality assessment processes. These processes appear to assume that: (1) faculty and administrators know how to improve quality but fail to do so; (2) government officials can assure the public interest in quality; (3) measures of quality can be identified and agreed upon; (4) improving quality requires strong bureaucratic coordination and control; (5) information systems can provide the evidence government officials need to address quality concerns. An examination of literature on organisation decision processes suggest these assumptions are inaccurate.

Shelton CD, Darling JR. From Chaos to Order: Exploring New Frontiers in Conflict Management. Organization Development Journal Fall 2004; 22 (3):22.
This article examines conflict through the lens of the new sciences, specifically the theories of chaos and quantum mechanics. These scientific theories provide a new conceptual metaphor that can enable managers to shift their perspective of conflict, learning to view it as a necessary condition for both individual and organizational evolution. The authors present a new quantum skill set that managers and OD practitioners can use to create quantum organizations-organizations that embrace conflict and use it for continuous transformation. [PUBLICATION ABSTRACT]

Taylor K. Putting Leaders on the Fast Track. Association Management Dec 2004; 56 (12):32.
Managing staff is tough. And it's even tougher when you're trying to plan ahead and put promising staff on a last track to positions as managers, directors, and vice presidents. But to keep your association on the upswing, you must constantly look out for rising stars and coach them to do their best. Marilyn Moats Kennedy laughs derisively at the very thought of retaining promising stall, especially young staff. It's folly to believe that people in their 20s or 30s will stay in your association for 10 years, says Kennedy, managing partner of Career Strategies, Wilmette, IL. Today it's all about just-in-time hiring and just-in-time promotion, she says. It may be

unrealistic to hope that you can keep most staff for the long term - but it's also possible to counteract some of the forces that make the short term so short. Consider these techniques: 1. Think challenge. 2. Make professional enrichment routine. 3. Don't assume that all future leaders are in their 20s and 30s.

Tosti DT, Amarant J. Energy Investment: Beyond Competence. Performance Improvement Jan 2005; 44 (1):17.

Wang B, Paper D. A Case of an IT-Enabled Organizational Change Intervention: The Missing Pieces. Journal of Cases on Information Technology Jan-Mar 2005; 7 (1):34.
This case study documents an organizational change intervention concerning the implementation of a novel information technology at a university-owned research foundation (URF). It evidences the disparate expectations and reactions by key actors toward the change event, marking a mismatch between a new paradigm required by the new technology and existing information technology practices. Drawing upon change management and management information systems (MIS) literature, we discuss the perceived change management issues hindering the change process at URE Our discussion is tempered by a theoretical lens that attempts to integrate the literature bases drawn upon in this research. In particular, resistance from in-house IT specialists was observed as the strongest force obstructing the novel IT implementation. This study offers a forum to stimulate both researchers and practitioners to rethink the necessary elements required to enact change, especially with respect to novel IT implementations. [PUBLICATION ABSTRACT]

Wang GG, Wang J. Toward a Theory of Human Resource Development Learning Participation. Human Resource Development Review Dec 2004; 3 (4):326.
This article fills a theoretical gap by identifying an understudied subject area for human resource development (HRD) theory building, learning participation of HRD interventions in organizations. The topic has critical significance in current HRD practices, such as concerns on e-learning dropout rates and HRD measurement and evaluation. First, a comprehensive literature review and analysis are presented to identify the research gap in general adult education research and management or HRD-related literature in learning participation. A conceptual framework of HRD learning participation is then proposed, from cross-sectional and time-series perspectives, to describe the pattern, factors, structure, and their interrelationships in HRD learning participation, with a discussion of model constructs. The conceptual framework is then operationalized with mathematical operations to demonstrate how to empirically test the model. Finally, the applicability of the proposed theory and its implications for future HRD research are elaborated. [PUBLICATION ABSTRACT]

Watt L. Mentoring and Coaching in the Workplace. The Canadian Manager Fall 2004; 29 (3):14.
The terms mentoring and coaching have come to be used more frequently in organizations to improve leadership competencies. These terms, however, are used interchangeably and the meanings are confused easily. Mentoring is the form of providing support in which individuals with more advanced experience and knowledge (mentors) are matched with lesserexperienced and knowledgeable individuals (mentees) for the purpose of advancing the mentee's development. The two employee development areas that organizations should consider using mentoring for, and where it can have the greatest impact are: 1. career development and 2. skills development. Coaching is a collaboration in which the person being coached (coachee) defines the agenda and the coach serves as a committed listener, active

inquirer and instrument of change. Two key elements of coaching are: 1. discovery and 2. alignment.

Weiss WH. managing effectively and efficiently. SuperVision Dec 2004; 65 (12):17. With the world of work changing as fast as the technology that drives it, managing effectively and efficiently has become a demanding and stressful job. Here are a few major issues and trends managers must contend with today: 1. You must guard against becoming obsolete. 2. To hold their own in a globally competitive marketplace, companies are constantly looking for ways to do jobs better at less cost. 3. Teamwork is the work mode of choice for most organizations. 4. Better educated workforces are required in business and industry. 5. Human resources departments play a larger and more important role in the operations of many organizations.

Wilson I. The agenda for redefining corporate purpose: five key executive actions. Strategy & Leadership 2004 32 (1):21.
In the post-Enron/WorldCom/Tyco environment of public distrust and tightening regulation, corporations must proactively work to regain public trust. In this skeptical environment, they must do more to reflect the fact that corporate legitimacy depends on public acceptance. The new wave of legislation and regulation can achieve only limited results. What is needed is a more radical rethinking, by corporations themselves, of their true role and purpose in society. Restating corporate purpose in terms of social needs rather than solely of maximizing profit is the surest way to be distinguished from the competition, to regain public trust, and to ultimately increase stakeholder (not merely shareowner) value. To ensure the success of this reformation the agenda for executive action must address five key points: (1) develop consensus on a revised statement of corporate purpose and values; (2) clarify the role of profit in the business equation; (3) articulate and communicate the distinctions between the old purpose, values and behaviors and the new; (4) set a strong personal example; and (5) revise the management measurement and reward system. [PUBLICATION ABSTRACT]